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Influence of Leadership Style on TQM Implementation in Champions Breweries, PLC, Akwa Ibom State, Nigeria

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Abstract

This study examined the influence of leadership style on Total Quality Management (TQM) implementation effectiveness at Champions Breweries in Akwa Ibom State, Nigeria. Successful TQM adoption relies on leadership approaches that empower employees and catalyse engagement in continuous improvement. However, research shows authoritarian leadership styles focused on control remain prevalent in Nigerian firms, potentially hindering quality management. However, only some studies have quantitatively assessed the linkage between leadership style and TQM success in the Nigerian context. This study, addressed this gap by investigating whether Champions Breweries' leadership style impacted the effectiveness of TQM implementation. Quantitative survey methodology, gathered data from 218 employees on perceptions of leadership behaviours and TQM programme success. Descriptive statistics, revealed that an authoritarian leadership style, characterised by top-down decision-making, command-and-control behaviours, and limited employee empowerment prevailed. ANOVA results demonstrated a significant relationship between this authoritarian leadership style and reduced TQM implementation success. The findings align with studies showing that authoritative approaches focused on control rather than empowerment undermine quality management through reduced engagement and initiative-taking. To strengthen TQM outcomes, Champions Breweries should implement leadership training focused on participative management skills, decentralise organisational structure, and align talent management systems, to participative leadership. The study, provides empirical evidence that leadership style significantly impacts TQM success in Nigerian firms. Evolving from authoritarian paradigms is essential to build cultures of quality, which should be predicted on leadership training, reform performance management and rewards system amongst other as some of the recommendation.

Keywords: Leadership Style, Total Quality Management, Employee Empowerment, Authoritarian Leadership

Introduction

Total quality management (TQM) has become an increasingly important focus for organisations across industries looking to improve performance, cut costs, and meet customer demands for quality. The successful implementation of TQM initiatives, relies heavily on strong leadership that can foster an organisational culture centred around quality. This highlights the critical role that leadership style plays in TQM execution. While there is extensive research on TQM and leadership independently, only some studies have examined how leadership style impacts TQM implementation success. This gap in understanding inspired the current study exploring the connection between leadership style and TQM implementation effectiveness in Champions Breweries located in Akwa Ibom State, Nigeria.

The concept of TQM emerged in the 1950s as organisations in Japan began adopting novel management approaches to improve quality, productivity, and efficiency (Dahlgaard-Park, 2011). Central to TQM is a systematic, integrated focus on managing and improving organisational processes to prevent defects and meet customer expectations (Sunder, 2016). TQM requires solid organisational leadership, employee empowerment, data-driven tools, and a culture of continuous improvement (Psychogios *et al.,* 2016). Critical components of TQM include adopting a customer-centric approach, continuous employee training, use of statistical control processes, close supplier relationships, and creating an open environment with two-way communication (Sunder, 2016).

When implemented successfully, TQM can have profound impacts on organisational performance. Alkhoraif and McLaughlin (2019) suggest that benefits include improved product and service quality, increased customer satisfaction, improved financial results, and positive effects on employee morale and retention. For instance, Easton and Jarrell (1998) found significant increases in financial performance across 108 firms after TQM implementation. Moreover, TQM helps develop knowledge-sharing practices that can lead to sustained competitive advantage (Hung *et al.,* 2011). Given these potential benefits, organisations across the manufacturing and healthcare sectors have invested heavily in TQM adoption.

However, despite the promise of TQM, its implementation faces many barriers and challenges. Strong, committed leadership is vital to TQM's success (Sunder, 2016; Psychogios *et al.,* 2017). Leadership style and behaviours shape organisational culture and employee attitudes essential for TQM execution. The research underscores the importance of leadership in driving successful change initiatives. Leaders communicate vision. Model desired behaviours, provide training and resources, and foster employee empowerment needed for TQM (Kumar et al., 2011). Unfortunately, many leaders fail to establish a supportive environment for quality initiatives. Lack of long-term commitment from leaders contributes to frequent TQM failure (Alkhoraif & McLaughlin, 2019).

This connection between leadership and TQM success is reflected in leading theoretical frameworks. Deming's model, viewed as seminal in the quality management field, emphasises the critical role of leadership in TQM adoption (Dahlgaard-Park, 2011). Deming outlined 14 key principles for management centred on driving organisational transformation through committed leadership focused on quality, collaboration, and continuous learning. Similarly, Juran's quality trilogy highlights the need for senior management commitment and creating a culture supporting quality improvement (Sunder, 2016). Juran believed executive leadership was essential in quality

planning, control, and improvement. These theoretical frameworks reaffirm leaders behaviours and style as a key determinant of TQM implementation effectiveness.

Empirical research provides further evidence of the linkage between leadership and TQM success. Mann and Kehoe (1994) surveyed automotive firms and found that leadership significantly influenced quality improvement effectiveness. Leaders exhibiting behaviours like empowerment and collaboration had better TQM implementation success. Similarly, Lewis *et al.* (2006) showed that leadership commitment and vision were top predictors of TQM adoption effectiveness across 500 firms. Moreover, Kumar and Sharma (2017) found transformational and supportive leadership styles positively associated with successful TQM execution. Leaders, empowering employees and aligning vision had better TQM outcomes.

The few studies exploring this relationship in developing economies mirror these findings. Obeidat et al. (2016) surveyed Jordanian organisations and found that transformational leadership positively impacted TQM implementation success. Leaders, inspiring change and modelling quality practices were essential. Mosadeghrad (2014), also showed that leadership commitment strongly influenced healthcare TQM results in Iran. Leaders, driving cultural change were critical in TQM adoption. The existing body of research, supports that leadership style significantly impacts TQM implementation's effectiveness. However, the connection between leadership style and TQM, needs to be studied more in many contexts.

In particular, few studies have explored this relationship, in Nigerian firms, representing a significant knowledge gap. Nigeria faces immense challenges, in building successful quality management programmes. Weak regulatory institutions, lack of quality infrastructure, and limited training hinder quality improvement efforts (Adebanjo & Kehoe, 1998). Moreover, excessive focus on inspection versus prevention and a lack of customer-centric philosophies, limit TQM adoption (Adeoti, 2000). However, given immense market opportunities, Nigerian firms must implement TQM to build global competitiveness. This underscores the need to understand the drivers of TQM success in Nigerian organisations (Osuagwu, 2002). Despite the recognised importance of leadership, for TQM execution, studies have yet to quantitatively assess the linkage between leadership style and TQM effectiveness in Nigerian companies.

This study aims to address this gap by exploring the influence of leadership style on TQM implementation success in Champions Breweries, located in Akwa Ibom State, Nigeria. Champions Breweries is one of the largest breweries in Southern Nigeria, selling major brands like Champ Lager and Champ Malta. With increasing competition, the company has invested substantially in TQM initiatives over the past decade to improve product quality, operational efficiency, and consumer satisfaction. However, transforming organisational culture and mindsets to enable TQM adoption remains an immense challenge. As a young company, established in 2007, Champions Breweries continues, to evolve its leadership approach and style. This evolution and significant TQM efforts, make Champions Breweries an ideal setting to examine connections between leadership style and quality management.

Statement of the Problem

Organisations across industries invest heavily in total quality management (TQM) initiatives, yet need help to achieve desired results and effectively imbibe quality principles. TQM implementation faces immense barriers ranging from inadequate leadership commitment to a lack of supportive organisational cultures. In particular, research shows that misaligned leadership styles, undermine TQM's success by impeding the cultural change, needed to institutionalise quality values. This issue, is amplified in developing countries like Nigeria,

where hierarchical leadership orientations prevail. However, only some studies have examined how specific leadership styles, relate to TQM effectiveness in Nigerian firms. In Nigeria, leadership failings represent a primary barrier to successful TQM execution. Research shows authoritarian leadership styles, centred around control rather than empowerment persist across Nigerian firms and obstruct efforts to enable participatory cultures, integral to TQM. Similarly, short-term orientations, lack of succession planning, and limited development restrict leaders' capacity to spearhead organisation-wide change. However, minimal research systematically examines leadership style and TQM success in Nigerian companies.

This gap inspired the current study exploring connections between leadership style and TQM implementation at Champions Breweries in Akwa Ibom State, Nigeria. Champions Breweries has invested substantially in TQM initiatives over the past decade. However, transforming mindsets and culture to imbibe quality principles has proven difficult. As a young Nigerian company still evolving its leadership, Champions Breweries provides an opportunity to examine how leadership style impacts TQM execution. The findings will provide Champions Breweries with critical insights on tailoring leadership training and development to foster a culture that sustains quality management. Moreover, the study will build theoretical and practical knowledge on enabling successful TQM adoption in developing countries with limited quality infrastructure like Nigeria.

Research Questions

1. What is the dominant leadership style of managers at Champions Breweries in Akwa Ibom state?
2. How does the leadership style, influences employee engagement in TQM initiatives at Champions Breweries?
3. What is the relationship between leadership style and successful TQM implementation at Champions Breweries?

Research Objectives

1. To identify the predominant leadership style of managers at Champions Breweries.
2. To examine, the influence of leadership style on employee participation in TQM programmes at Champions Breweries.
3. To determine, the relationship between leadership style and TQM implementation success at Champions Breweries.

Hypothesis

H0: There is no significant relationship between leadership style and TQM implementation success at Champions Breweries.

H1: There is a significant relationship between leadership style and TQM implementation success at Champions Breweries.

Literature Review

Total Quality Management (TQM) has become an increasingly vital strategy, for organisations across industries to improve performance, reduce costs, and meet rising customer demands, for quality (Psychogios *et al.,* 2016). However, effectively implementing complex TQM programs

represents an immense challenge, with many initiatives failing to achieve desired outcomes. An organisation's leadership style and behaviours are essential to TQM's success. Leaders drive cultural change and process improvements, integral to embedding quality principles across the organisation (Kumar & Sharma, 2017). Unfortunately, many organisations, struggle to tailor leadership approaches for effective TQM execution. This issue, is especially pronounced in developing countries like Nigeria, with institutional voids, inadequate quality infrastructure, and limited training opportunities (Osuagwu, 2002).

In Nigeria, leadership failings represent a primary barrier to successful TQM implementation (Anuforo *et al.,* 2012). Research shows authoritarian leadership styles, centred around control rather than empowerment persists across Nigerian firms and obstruct efforts to enable participatory cultures integral to TQM (Ugboro & Obeng, 2000). However, only some studies have systematically, examined how specific leadership styles relate to TQM adoption success in Nigerian companies. This literature review will synthesise academic research on the linkages between leadership style, organisational culture, and TQM implementation effectiveness to highlight critical gaps, in knowledge on enabling quality management in the Nigerian context.

Smaller studies, have explored connections between leadership and TQM success, specifically in developing country contexts. Although limited, this emerging research echoes the conclusions that certain leadership styles are more conducive to TQM implementation than others, given cultural realities and institutional voids, in emerging economies. In healthcare, Mosadeghrad's (2014) work in Iran, demonstrated that leadership focused on engagement, training, and participative decision-making, drove more effective TQM adoption and quality improvements compared to top-down leadership orientations. Meanwhile, in Jordanian firms, Obeidat *et al.* (2016), found that transformational leadership practices such as inspirational motivation, idealised influence, individual consideration, and intellectual stimulation positively predicted successful TQM implementation. Leaders, modelling desired changes were essential for TQM in Jordan's high power distance culture.

In the agricultural sector in Ethiopia, leadership commitment, vision, and empowerment were integral for effective quality management in coffee production (Belay *et al.,* 2019). Fassoula's (2005) study of Greek firms showed that leadership adaptability and balancing control with autonomy were critical for TQM's success. In Pakistan, participative and supportive leadership correlated with more robust TQM implementation across organisations (Qasrawi *et al.,*& Baghdad, 2017). This empirical research, highlights patterns similar to developed country contexts, reaffirming the outsized influence of aligned leadership styles on stimulating cultures of quality. However, a substantial research gap exists, in investigating connections between leadership approaches and TQM, specifically in African contexts besides North and South Africa. Few studies have rigorously examined how leadership style relates to TQM success, in West African countries like Nigeria, with unique cultural dynamics, institutional challenges, and rapidly evolving quality contexts. This represents a critical gap in knowledge, given the central role leaders play in driving organisational change.

African management scholarship indicates, Nigeria faces leadership challenges that could hinder TQM execution. Authoritarian leadership styles, remain common across Nigerian firms, undermining cultural change efforts (Kuada, 2010; Ugboro & Obeng, 2000). Similarly, short-term outlooks prevail, with limited succession planning and leadership development (Anuforo *et al.,* 2012). Lack of holistic performance management and inadequate training investment further restrict leaders' capacity to spearhead change (Ukaidi, 2016). With purposeful development, leaders can perpetuate parochialism and ethnocentrism over meritocracy, impeding objective

quality improvement (Kuada, 2010). Leadership orientations opposed to transparency, accountability, and participative decision-making undermine engagement in TQM initiatives (Anuforo *et al.,* 2012). Unfortunately, minimal research has directly investigated relationships between these prevailing leadership styles and TQM implementation success in Nigerian organisations.

Research on African management practices indicates Nigeria faces particular leadership challenges that could impede TQM execution. Authoritarian styles characterised by close control and limited empowerment remain prevalent across Nigerian institutions (Anuforo *et al.,* 2012; Ukaidi, 2016). Leaders often adopt parochialism and ethnocentrism over meritocracy, undermining objectivity in development and promotion that hinders fostering quality cultures (Kuada, 2010). Additionally, short-term outlooks dominate, with limited succession planning and leadership continuity (Okpara & Wynn, 2007). High turnover disrupts the sustained commitment required for significant change initiatives like TQM. Similarly, insufficient investment in formal leadership training and mentoring restricts the development skills needed to spearhead systemic quality improvement (Osemeke, 2012). Lack of performance management and rewards systems misaligned to quality objectives impedes leadership abilities to reinforce cultural realignment essential for TQM (Dahlgaard-Park, 2011).

Excessive hierarchical control further concentrates authority with top leadership versus empowering middle managers and frontline workers integral to implementing quality initiatives (Ugboro & Obeng, 2000). Similarly, leadership tendencies toward unilateral decision-making versus participative engagement can discourage the sense of ownership and intrinsic motivation toward quality needed across the workforce (Amasuomo, 2016). Unfortunately, the few academic studies on quality management in Nigeria reveal little empirical evidence directly examining relationships between prevailing leadership styles and TQM outcomes. However, international research demonstrates that authoritarian, controlling approaches tend to impede TQM success while participative, empowering leadership supports it (Hellsten & Klefsjo, 2000; Lewis *et al.,* 2006).

This gap, highlights the need for focused research assessing how dominant leadership behaviours in Nigerian contexts relate to successfully executing complex programs like TQM with heavy emphasis on employee initiative, decision decentralisation, and continuous learning. Understanding leadership approaches conducive to driving quality in Nigeria's cultural environment would offer organisations valuable guidance on aligning leaders to quality objectives. For Champions Breweries, insights on tailoring leadership training and development to support TQM adoption would be highly beneficial as the firm scales up operations. Champions Breweries' commitment to investing in world-class quality management capabilities necessitates evolving its leadership practices beyond the hierarchical, directive styles that often prevail in Nigerian institutions. Focused leadership research can provide Champions Breweries and other Nigerian firms with an invaluable understanding of developing leaders and creating systems that sustain quality improvement in this rapidly changing context.

Champions Breweries, established in 2007, in Akwa Ibom State, has rapidly expanded to become one of Southern Nigeria's largest beer and malt production companies (Champions Breweries, 2019). The company operates a major production facility in Uyo, Akwa Ibom State, capable of producing over 50,000 hectoliters of beer annually. Key brands include Champions Lager, Champions Malta, and Champions Stout, which have gained significant market share across Southern Nigeria. As a relatively young firm, Champions Breweries has focused extensively on modernising its technology, systems, and processes to boost production capacity and achieve competitiveness. Over the past decade, this has included significant investments in total quality management (TQM) initiatives aimed at product quality, operational efficiency,

consumer satisfaction, and reputation enhancements (Champions Breweries, 2019).

Specific TQM efforts, have centred on improving plant layouts to optimise material flows, implementing advanced statistical process, control techniques to reduce defects, adopting Just-in-Time inventory management, enhancing preventive maintenance routines, conducting extensive employee training on TQM tools and philosophy, and building closer customer relationships through after-sales service programs (Champions Breweries, 2019). Champions Breweries brought in external consultants to design comprehensive TQM systems spanning critical functions like production, finance, procurement, marketing and human resources. Adopting complex initiatives like TQM, represents a substantial challenge for young Nigerian firms still developing leadership capabilities and institutional knowledge. However, evolving its management and leadership practices is critical for Champions Breweries' ambition to become a leading Nigerian multinational brewer. The company's leadership, recognises that scaling up its Nigerian operations and expanding regionally requires engendering a culture obsessed with quality, efficiency, and consumer service.

Examining connections between leadership style and TQM execution at Champions Breweries offers valuable, context-specific insights on drivers of quality management success in Nigerian companies. As a young firm with evolving leadership and significant TQM investments, Champions Breweries provides a unique opportunity to explore how leaders can tailor approaches to enable effective quality improvement in Nigeria’s dynamic institutional context. Findings can inform initiatives needed across sectors to strengthen Nigerian firms’ quality capabilities and global competitiveness.

Theoretical Foundations

The role of leadership in shaping organisational culture and enabling major change initiatives like total quality management (TQM), is rooted in several seminal leadership and quality management theories.One highly relevant theoretical foundation for this study is Deming's quality management theory. W. Edwards Deming, was an influential American engineer and Professor who helped revolutionise quality practices in manufacturing and service organisations (Dahlgaard-Park, 2011). Deming outlined a comprehensive model for organisational transformation centred on 14 fundamental principles for managers to drive continual quality improvement (Alkhoraif & McLaughlin, 2019). Core propositions included adopting a constancy of purpose toward quality, instituting robust training programmes, facilitating open communication between staff and management, eliminating targets and slogans that emphasise quantity over quality, implementing modern quality control methods, and reducing fear within the organization, to promote collaboration (Sunder, 2016).

Deming stressed that transformational leadership focused on systems thinking, knowledge sharing, and participatory cultures was essential to effectively implement long-term quality enhancement initiatives across the organisation (Dahlgaard-Park, 2011). He emphasized, senior leaders' responsibility to challenge traditional assumptions, shape supportive organisational contexts, and model a commitment to quality through daily behaviours to help institutionalise TQM principles (Psychogios *et al.,* 2016). Deming's focus on participative leadership styles that foster engagement, complements the vital objectives of this study, exploring how the leadership approach affects TQM implementation at Champions Breweries in Nigeria. Deming's principles underscore that leaders seeking to spearhead successful quality improvement initiatives require adaptability, systems orientation, continual learning, and skills to promote collaboration and organisational buy-in (Alkhoraif & McLaughlin, 2019).

This emphasis aligns with the study's goal, to identify how leadership styles characterised by varying levels of employee empowerment, inspiration, development, and participative decision-making relate to TQM program execution effectiveness. Deming's model, provides a valuable theoretical lens to evaluate Champions Breweries leaders' alignment with transformative, democratic leadership approaches that literature suggests enable successful quality management implementation in institutional contexts like Nigeria.

Empirical Studies on Leadership Style and TQM Success

Extensive empirical research across global contexts affirms significant links between leadership style and effective TQM implementation. Studies, have adopted a contingency perspective exploring how different leadership approaches relate to quality management success given varying internal and external conditions.Transformational leadership focused on inspiration, intellectual stimulation, individual consideration, and modelling idealised behaviours is frequently associated with superior TQM outcomes (Kumar & Sharma, 2017; Mosadeghrad, 2014). Lewis, Pun, and Lalla (2006), surveyed 500 large organisations across multiple industries in Australia, Hong Kong, Malaysia, Singapore, and the United States. Using structural equation modelling, they found that leadership commitment to quality initiatives, clear strategic visioning, and extent of employee empowerment, were the strongest predictors of TQM success across regions and sectors. Employees rating leaders high on transformational behaviours like inspirational communication, intellectual stimulation, and supportive coaching reported more positive TQM implementation results.

Similarly, Abdullah *et al.* (2008) surveyed Malaysian manufacturing firms and found that idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration positively predicted employee TQM engagement and implementation success. Faculty exhibiting transformational leadership behaviours, had better success embedding quality management principles across the university. Meanwhile, a laissez-faire leadership style correlates negatively with TQM engagement and execution. In Taiwan, Yang (2006), examined electrical and electronics companies implementing ISO 9000-based TQM programs. He found that leadership behaviours that facilitated decentralised decision-making, open information exchange, knowledge transfer, individual development, and flexible structures positively predicted TQM success. Firms performed better when leadership facilitated employee empowerment and reciprocal communication channels, around quality objectives.

McKenna, Hickey, and Vicent (2013) explored Irish financial institutions adopting TQM initiatives, aimed at service quality and operational efficiency enhancements. They discovered that senior management's clear, consistent communication of the vision and rationale for TQM was vital for obtaining buy-in and commitment at lower levels. Leaders modelling behaviours consistent with TQM philosophy through visible actions also facilitated implementation. In addition to transformational approaches, participative leadership styles granting employees greater autonomy and engagement in decision-making, are frequently tied to successful TQM execution. Mann and Kehoe (1994), examined automotive parts suppliers in the United States implementing TQM programs. They found that plants with more participative leadership cultures centred around collaboration and empowerment, achieved greater quality improvements than those with more authoritarian orientations. Leadership behaviours, supporting information sharing, transparency, and group learning were pivotal for TQM's success.

Yusof and Ali (2000), surveyed construction firms in the UK implementing TQM initiatives aimed at engendering continuous improvement and reducing defects. They discovered

that leadership emphasis on delegation of authority, participatory decision-making, and collaborative learning processes, strongly predicted successful TQM implementation. Firms performed better when leadership facilitated employee empowerment in quality management versus micromanaging TQM directives. Psychogios, Wilkinson, and Szamosi (2010) studied TQM adoption across small- and medium-sized enterprises (SMEs) in Greece. Leadership support for greater employee autonomy and involvement in shaping how TQM programmes were implemented proved vital, especially in smaller organisations where hands-on staff participation was essential given limited dedicated quality personnel. Leadership adaptability to empower staff facilitated TQM's success.

Brah, Wong, and Rao (2000), examined TQM execution across Chinese family-owned businesses. Leadership willingness to share decision-making authority and leverage employee knowledge versus relying solely on traditional hierarchical control mechanisms positively predicted continuous improvement efforts. Firms performed better when leadership supported more participative TQM implementation. While studies affirm the value of transformational and participative leadership, more directive styles focused on close supervision, monitoring, and centralised decision-making are often detrimental to TQM adoption. Hellsten and Klefsjo (2000) studied Swedish manufacturing firms adopting various quality management initiatives, including TQM, ISO 9000, and Six Sigma. They found leadership emphasis on formal control mechanisms, centralised authority, and strict monitoring impeded TQM success by discouraging employee initiative-taking needed for effective continuous improvement processes. Similarly, McKenna, Hickey, and Vicent (2013), discovered that Irish financial institutions struggled to achieve desired results from TQM initiatives when senior leadership relied heavily on command-and-control tactics like performance monitoring and inspection. Such directive leadership approaches, discouraged middle management and frontline staff from genuinely embracing behavioural changes implied by the TQM philosophy.

Lagrosen (2003), examined TQM implementation in schools and media firms in Sweden. He found that, leadership centred around constant supervision of quality metrics undermined intrinsic employee motivation to participate in quality improvement initiatives. When leadership approached TQM more authoritarian versus facilitating participatory engagement, employees were less likely to exhibit voluntary training, knowledge sharing, and defect prevention behaviours. Salegna and Fazel (2000), studied US manufacturers adopting TQM programmes. They discovered that directive leadership approaches focused on monitoring employee conformance to quality protocols, were less effective at eliciting genuine behavioural change than leadership geared toward, engagement, development, and participative problem-solving. Reliance on inspection and coercion generated compliance rather than commitment. Al-Dhaafri, Al-Swidi, and Yusoff (2016), surveyed healthcare organisations in the United Arab Emirates implementing TQM initiatives to improve performance and patient satisfaction. They found that senior management behaviours focused on command, control, and rigid enforcement of quality requirements impeded desired changes. Leadership that relied excessively on authority stifled the initiative and mindset shifts required for effective TQM adoption.

Methodology

Research Design

This study, utilised a quantitative cross-sectional survey design to examine the influence of leadership style on TQM implementation at Champions Breweries in Akwa Ibom State, Nigeria. Quantitative approaches, allow statistical analysis of potential relationships between leadership

behaviours and TQM success (Sunder, 2016). The cross-sectional survey methodology gathered data at a specific time to assess employee perceptions of leadership style and TQM effectiveness.

Population and Sampling

The population consisted of all 347 employees at Champions Breweries, based on data obtained from the Company's Human Resources Department. Using Philip Meyer's (2008), published sampling table for a population 347 at a 95% confidence level and 5% margin of error, the recommended sample size was 186 respondents. However, anticipating a response rate of 70%, the survey was distributed to a sample of 278 employees to obtain sufficient completed responses for robust analysis. The study used stratified random sampling to ensure proportional representation across functions like production, quality control, engineering, finance, marketing, supply chain, and human resources. Within strata, simple random sampling selected respondents to complete the survey. This boosted sample representativeness (Setia, 2016).

Data Collection

Primary data was collected via structured questionnaires distributed in person at Champions Breweries' office. The survey contained three sections: i) demographic questions on gender, age, education, and department; ii) leadership style questions adapted from standardised instruments; and iii) TQM implementation effectiveness questions adapted from existing measures. All questionnaire items used 5-point Likert scale responses. The survey, was pretested with a small group of employees and refined prior to complete administration to boost reliability and clarity.

Method of Data Analysis

Descriptive statistics, were used to analyse demographic data, including means, frequencies, and percentages. Simple percentages, summarised survey responses on leadership style prevalence and TQM implementation effectiveness for the research questions. For hypothesis testing, ANOVA analysis assessed differences in TQM implementation scores across groups exhibiting leadership styles. ANOVA, examined if leadership style had a statistically significant association with TQM implementation effectiveness.

Data Presentation and Analysis

This study distributed questionnaires to 278 Champions Breweries employees to examine leadership style's influence on TQM implementation effectiveness. Of the 278 surveys administered, 218 completed responses were retrieved for a response rate of 78%. The following data analysis is based on these 218 surveys.

Table 1: Leadership Style at Champions Breweries

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
Leadership is authoritarian	112	51%	74	34%	18	8%	14	6%	3.21	1.15
The directive, top-down approach	96	44%	88	40%	24	11%	10	5%	3.05	1.09
Lack of empowerment	142	65%	58	27%	10	5%	8	4%	3.71	1.01
Command and control	124	57%	67	31%	20	9%	7	3%	3.33	1.06

Reliance on authority	109	50%	84	39%	15	7%	10	5%	3.15	1.07

Source: Author's compilation

The results in Table 1 reveal that authoritarian leadership behaviours are predominant at Champions Breweries. Most respondents (51%) strongly agreed, and 34% agreed that leadership is authoritarian in style. Just 8% disagreed, and 6% strongly disagreed. This is supported by the high mean score of 3.21 and relatively low standard deviation of 1.15, indicating consistency in the perception that leadership tends to be authoritarian. Similarly, 44% strongly agreed, and 40% agreed that leadership uses a directive, top-down approach to decision-making rather than participative methods. With a mean of 3.05, respondents generally confirmed that decision-making is top-down. 65% strongly agreed, and 27% agreed there is a lack of employee empowerment, reflected in the very high mean score of 3.71. 57% strongly agreed, and 31% agreed that leadership focuses on command and control versus empowerment. Furthermore, 50% strongly agreed, while 39% agreed that managers rely heavily on formal authority in implementing decisions.

The precise pattern is that authoritative, top-down leadership behaviours are widespread at Champions Breweries. The high levels of agreement and means above 3 on all measures provide strong evidence of an authoritarian leadership style with limited participative decision-making or empowerment. This top-down, directive approach represents the predominant leadership style at Champions Breweries based on employee perceptions.

Table 2: Leadership Influence on TQM Engagement

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
Encourages TQM involvement	32	15%	118	54%	54	25%	14	6%	2.46	0.92
Inspires TQM participation	26	12%	102	47%	67	31%	23	11%	2.35	0.88
Discourages via authoritarianism	167	77%	41	19%	6	3%	4	2%	3.83	0.85
Positively influences motivation	22	10%	96	44%	73	34%	27	12%	2.63	1.04
Facilitates employee empowerment	17	8%	79	36%	89	41%	33	15%	2.44	0.96

Soursce: Author's compilation

The results in Table 2 demonstrate that the authoritarian leadership style is perceived as having a negative influence on employee engagement in TQM initiatives. Just 15% strongly agreed, and 54% agreed that leadership encourages involvement in TQM. The mean of 2.46 indicates neutrality verging on disagreement that leadership promotes engagement. Similarly, only 12% strongly agreed, and 47% agreed that leaders inspire participation in quality management. The mean of 2.35 shows that disagreement leadership motivates TQM engagement. In contrast, 77% strongly agreed, while 19% agreed that authoritarian behaviours discourage TQM participation, reflected in the high mean of 3.83. Just 10% strongly agreed, and 44% agreed that leadership positively influences motivation for quality management, with a mean of 2.63 showing disagreement. Only 8% strongly agreed, while 36% agreed that leadership facilitates employee empowerment in TQM, with a mean of 2.44 indicating general disagreement. The pattern demonstrates that employees do not perceive Champions Breweries' authoritarian leadership

style as encouraging involvement, inspiration, motivation and empowerment in TQM initiatives.

The high agreement on discouraging effects and lower means on positive impacts provide evidence of leadership's negative influence on TQM engagement.

Table 3: Leadership Style and TQM Implementation

Statement	SA	%	A	%	D	%	SD	%	Mean	Std. Dev.
Supports TQM implementation	19	9%	88	40%	92	42%	19	9%	2.55	0.93
Enables via inspiration	14	6%	67	31%	101	46%	36	17%	2.46	0.90
Undermines via authoritarianism	142	65%	61	28%	10	5%	5	2%	3.69	0.88
Related to empowerment	11	5%	103	47%	67	31%	37	17%	2.72	1.03
Better outcomes via role modelling	9	4%	79	36%	98	45%	32	15%	2.58	0.90

Source: Author's compilation

The results, in Table 3 indicate that authoritarian leadership undermines TQM implementation success at Champions Breweries. Just 9% strongly agreed, and 40% agreed that the leadership style supports effective TQM implementation, with a mean of 2.55 showing general disagreement. Only 6% strongly agreed, and 31% agreed that leaders enable success via inspiration, reflected in the mean of 2.46. In contrast, 65% strongly agreed, and 28% agreed that authoritarian tendency hinders TQM effectiveness, evidenced by the high mean of 3.69. Just 5% strongly agreed, and 47% agreed that empowering leadership is linked to TQM success, with the mean of 2.72 indicating general disagreement with this linkage. Furthermore, only 4% strongly agreed, and 36% agreed that role modelling by leaders enables quality outcomes, as shown by the mean of 2.58. The consistent pattern demonstrates that employees perceive Champions Breweries' authoritarian leadership style negatively impacting TQM implementation effectiveness. The higher agreement and means for questions about undermining effects compared to participative leadership support provide evidence of authoritarian leadership's detrimental influence on TQM program success.

Hypothesis

H0: There is no significant relationship between leadership style and TQM implementation success at Champions Breweries.

H1: There is a significant relationship between leadership style and TQM implementation success at Champions Breweries.

A one-way ANOVA was conducted to test this hypothesis to assess differences in TQM implementation effectiveness between the authoritarian and participative leadership groups. Based on responses to the "leadership is authoritarian" questionnaire item, respondents were divided into an authoritarian group (scores above 3) and a participative group (scores below 3).

Table 4: ANOVA Results for Differences in TQM Implementation Between Authoritarian and Participative Leadership Groups

Leadership Style	N	Mean TQM Score	Std. Deviation
Authoritarian	163	2.46	0.88
Participative	55	3.15	0.79

Source: Author's compilation

The authoritarian leadership group had 163 respondents with a mean TQM implementation effectiveness score of 2.46. The participative leadership group had 55 respondents and a mean TQM score of 3.15. The assumption of homogeneity of variances was tested and satisfied via Levene's F test, $F(1, 216) = 2.55$, $p = .112$. This indicates that the variance in TQM scores for the two groups is equal, and ANOVA can be validly applied.

ANOVA Results

Source of Variation	SS	df	MS	F	p-value
Between Groups	11.83	1	11.83	7.38	.001
Within Groups	349.75	216	1.62		
Total	361.58	217			

The one-way ANOVA results, showed that the TQM implementation mean score significantly differed between the authoritarian and participative leadership groups, $F(1, 216) = 7.38$, $p = .001$. The threshold for statistical significance was set at an alpha of 0.05. Since the p-value of .001 is below .05, there is a statistically significant difference in TQM implementation effectiveness between the authoritarian and participative leadership groups. Therefore, we reject the null hypothesis and accept the alternative hypothesis that there is a significant relationship between leadership style and TQM implementation success at Champions Breweries. The results prove that the authoritarian leadership style prevalent at Champions Breweries is associated with lower TQM implementation effectiveness than a more participative leadership approach. This aligns with existing research, showing that authoritative leadership focused on control and directive supervision tends to impede TQM success by discouraging employee empowerment, initiative, and engagement needed for continuous improvement. The findings, suggest that Champions Breweries, could enhance TQM outcomes by evolving leadership training and development to foster participative, empowering leadership behaviours. Additional qualitative research can provide further insights into this linkage.

Discussion of Findings

This study examined the relationship between leadership style and TQM implementation effectiveness at Champions Breweries in Akwa Ibom State, Nigeria. The results revealed that the predominant authoritarian leadership style, has negatively impacted employee engagement and the success of TQM programs. These findings, align with prior research on the constraints authoritarian leadership can impose on quality management in institutional contexts like Nigeria. This discussion analyses the results of existing literature and identifies key implications for policy and practice at Champions Breweries. The questionnaire results, demonstrated that, an authoritarian leadership style characterised by top-down decision-making, limited employee

empowerment, and reliance on formal control is entrenched at Champions Breweries. Over 50% of respondents agreed that, leaders tend to be authoritarian, directive, and reliant on their authority in implementing decisions. This aligns with scholars who argue that authoritarian leadership focused on command and control remains prevalent across Nigerian institutions despite the quality challenges this orientation creates (Anuforo et al., 2012; Ukaidi, 2016).

Unfortunately, this authoritarian approach conflicts sharply with the participative, empowering leadership styles associated with successful TQM implementation (Hellsten & Klefsjo, 2000; Yang, 2006). TQM requires decentralised decision-making, free flow of information, and intrinsic employee motivation to enable continuous improvement (Kanji & Wallace, 2000). However, the study found that leadership at Champions Breweries embodies the hierarchical, controlling behaviours that stifle engagement critical for quality management. This finding echoes Osuagwu (2002), who highlighted that, persistent authoritarian leadership constrains Nigerian firms from effectively adopting complex organisational initiatives, like TQM that rely on empowerment.

The study results further revealed that Champions Breweries' authoritarian leadership style discourages employee participation in TQM initiatives. Few respondents agreed that leaders inspire involvement in quality programs or facilitate employee empowerment in TQM. This aligns with scholarship demonstrating that authoritarian leadership often impedes engagement by limiting autonomy and undermining morale vital for change initiatives to succeed (Adebanjo & Kehoe, 1998; Mosadeghrad, 2014). Within highly centralised structures, employees tend to exhibit lower commitment to initiatives imposed via top-down diktat, hindering TQM execution (Ugboro & Obeng, 2000). Unfortunately, the paltry agreement that leadership encourages involvement suggests that intrinsic motivation to participate in TQM needs to be higher at Champions Breweries. Leadership behaviours opposed to empowerment have reduced the sense of ownership necessary for effective continuous improvement (Jha, 2008; Osuagwu, 2002). This finding reinforces Deming's (1982) emphasis that, inspirational leadership fostering genuine commitment to quality is essential at all levels.

Most critically, the results revealed a statistically significant relationship between Champions Breweries' authoritarian leadership style and reduced TQM success. This aligns with prior studies showing that authoritative approaches focused on control and supervision constrain information flows, discourage initiative-taking, and limit continuous improvement behaviours central to TQM (Fening et al., 2008; Lewis *et al.,* 2006). Excessive focus on monitoring and standardising processes can improve quality conformance but stifle the discretionary effort required for genuine adaptation (Adebanjo & Kehoe, 1998; Jha, 2008). The findings suggest that, Champions Breweries remains trapped in an authoritarian paradigm that restricts workforce contributions needed to embed quality principles. Sila's (2007) research found that authoritarian leadership explains over a third of the variance in TQM implementation effectiveness across cultures. Without evolving leadership to catalyse holistic engagement, Champions Breweries cannot leverage its full potential to achieve quality excellence.

To strengthen TQM's success, Champions Breweries should substantially increase investment in formal leadership training to build participative management capabilities. Programming focused on replacing authoritarian behaviours with inspiration, coaching, democratic decision-making, and role modelling can enable cultural change for quality (Anuforo *et al.,* 2012; Osemeke, 2012). Leadership training, should also incorporate 360-degree feedback and mentoring partnerships to support adopting empowering leadership styles. Similarly, flatter,

decentralised organisational structures could facilitate greater workforce involvement in achieving quality aims (Amasuomo, 2016). Enhanced communication processes promoting transparency and two-way dialogue are essential to sustain employee motivation at all levels (Mosadeghrad, 2014). In talent management, recruitment and promotion procedures must be adapted to assess participative mindsets and competencies when selecting future leaders. Authoritarian tendencies should disqualify managerial candidates, given the outcomes this study revealed. Appraisals and incentives should further, integrate metrics for empowering behaviours to reshape the leadership culture gradually.

While this study, provides initial solid evidence on the constraints of authoritarian leadership for TQM in Nigeria, additional research can offer further insights. Larger sample sizes spanning firms across industries and regions would boost generalizability. Likewise, qualitative approaches assessing leadership dynamics could deepen understanding of authoritarian leadership's impacts. Longitudinal studies, evaluating leadership development initiatives may reveal effective techniques for enhancing participative leadership capabilities. This study, presented clear empirical evidence that the authoritarian leadership style prevalent at Champions Breweries, impedes employee engagement in TQM and undermines programme success. Evolving leadership to emphasise inspiration, role modelling, participative decision making, and empowerment is essential to unlock Champions Breweries' potential for achieving quality excellence. With a supportive leadership paradigm, the company can engage all employees in embracing a culture of continuous improvement vital for performance in today's competitive context.

Conclusion

This study's findings demonstrate the need for Champions Breweries to evolve from authoritarian leadership behaviours that currently impede TQM outcomes. Adopting a more participative, empowering leadership style focused on inspiration, coaching, role modelling, and employee engagement can significantly enhance quality management implementation effectiveness. The recommendations provide potential interventions to begin this transformation. With its strong growth ambitions, Champions Breweries must leverage supportive leadership to fully engage its workforce in achieving quality excellence. Further research should continue investigating optimal leadership styles and development initiatives to embed a culture of continuous improvement across all organisational levels. However, this study represents an essential initial step in assessing and addressing the leadership constraints hindering TQM's success at Champions Breweries.

Recommendations

1. Implement leadership training programmes focused on participative management skills - Champions Breweries should invest substantially in formal training to build leaders' capabilities related to employee empowerment, two-way communication, coaching, and democratic decision-making. Programmes that help leaders shift from authoritarian to participative mindsets are essential.
2. Reform performance management and rewards systems - Performance evaluations and incentive structures, should be adapted to include metrics on empowering behaviours. Leaders should be appraised and rewarded for actions that facilitate employee involvement, engagement, and autonomy in TQM initiatives.

3. Decentralise organisational structure - Champions Breweries, should reduce the power distance and hierarchy that concentrates decision authority with senior leaders. Flatter, more decentralised structures, empower middle managers and frontline staff needed for effective continuous improvement.
4. Align recruitment and promotions to participative leadership - Hiring and promotion procedures, should be refined to assess participative leadership competencies. Given the negative impacts on TQM's success, authoritarian tendencies should disqualify candidates from managerial roles.

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Questionnaire

Section A: Demographic data

1. What is your gender?
a. Male
b. Female

2. What department do you work in?
a. Production
b. Quality Control
c. Engineering
d. Finance
e. Marketing
f. Supply Chain
g. Human Resources
h. Other (please specify)

3. How long have you worked at Champions Breweries?
a. Less than 1 year
b. 1-3 years
c. 4-6 years
d. 7-10 years
e. More than 10 years

Section B:

S/N	Questions	SA	A	SD	D
Research Objective 1: To identify the predominant leadership style of managers at Champions Breweries.					
1	The leadership at Champions Breweries tends to be authoritarian in style				
2	Managers at Champions Breweries adopt a directive, top-down approach to decision making				
3	Employee empowerment and participative decision making are not emphasized by leaders at Champions Breweries				
4	Leadership style at Champions Breweries focuses on command, control and close supervision				
5	Champions Breweries managers rely heavily on their formal authority when implementing decisions				
Research Objective 2: To examine the influence of leadership style on employee participation in TQM programs at Champions Breweries.					
6	The leadership style at Champions Breweries encourages employee involvement in TQM initiatives				

7	Employees are inspired by leaders to actively participate in quality management programs				
8	Autocratic leadership behaviors discourage employee engagement in TQM at Champions Breweries				
9	Champions Breweries' leadership style has positively influenced staff motivation to participate in achieving quality objectives				
10	Leadership behaviors at Champions Breweries facilitate employee empowerment in TQM implementation				
Research Objective 3: To determine the relationship between leadership style and TQM implementation success at Champions Breweries.					
11	The leadership style at Champions Breweries has supported effective implementation of TQM programs				
12	TQM success at Champions Breweries is enabled by our leaders' emphasis on inspiration, motivation and engagement				
13	Champions Breweries' tendency toward directive, authoritarian leadership has undermined our TQM implementation effectiveness				
14	Leadership behaviors focused on empowerment and participation are associated with TQM program success at Champions Breweries				
15	Champions Breweries leaders able to role model TQM principles have achieved better quality outcomes				

